

## RESOURCES

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The following section describes all funding resources and programs expected to be made available to the City of Cambridge in the coming year.

### FEDERAL RESOURCES

#### ***AmeriCorps - \$254,100***

*Massachusetts Service Alliance State, \$64,000 & Corp for National Service Federal, \$190,100*

Just A Start Corporation, a local nonprofit, expects to receive an allocation of \$254,100 from state and federal Americorps Program funds for its YouthBuild Program in FY2004. Just A Start's YouthBuild Program is a comprehensive program for unemployed youths, ages 17-24 that has dropped out of high school. During the program year, participating youths spend a portion of their time working on supervised crews, providing carpentry, renovation and beautification services on affordable housing units in Cambridge which meet CDBG income guidelines and which are being renovated or developed through Cambridge's non profit housing development organizations. The youths also participate in leadership training, community service and education activities leading to the attainment of a high school diploma. Upon graduation, the youth's options include employment, college, or further technical training. They are also provided with supportive services, including counseling for at least one additional year.

#### ***Cambridge Health Alliance***

The CHA administers Cambridge Health Care for the Homeless, a program operating in-shelter health care clinics for homeless individuals drawing on Federal Health Care for the Homeless grants.

#### ***Cambridge-Somerville Healthy Homes***

The existing program managed by the Cambridge Public Health Department, actively serves families of children with asthma or other respiratory difficulties. Receiving referrals primarily from pediatric medical providers, the referred clients are then provided with a thorough home inspection to look for asthma triggers, asthma education, medical case management, and items to reduce exposure to asthma triggers and follow-ups. The program will work closely with Lead Safe Cambridge and anticipates contracting with local non-profit housing rehabilitation specialists to remediate structural housing concerns. The Cambridge Public Health Department is submitting an application to HUD's Office of Healthy Homes and Lead Hazard Control.

***Community Development Block Grant Program - \$3,878,000***

The City of Cambridge is an entitlement City that annually receives a direct allocation of CDBG funds that can be used to fund a variety of activities, which includes economic development, design and construction oversight of parks, playground renovations, housing services, and housing development. The majority of the City's CDBG funds are used for housing development activities and services. Housing development activities include acquisition, rehabilitation, and new construction of affordable housing by non-profit housing development agencies in Cambridge. CDBG funds are also used to fund a variety of housing services and activities, including case management, tenant and landlord mediation services, homelessness prevention and other services for the homeless. Cambridge expects to receive \$3,878,000 in CDBG funds for FY2004.

***Conventional Public Housing Operating Subsidy- \$6,746,149***

Federal operating subsidies are used by the Cambridge Housing Authority to make up the difference between the federally-determined allowable cost of managing and maintaining the family and elderly public housing stock and the amount of rent received. \$6,746,149 represents 100% pro-ratio, but HUD has announced a reduction to between 70% and 90%.

***Emergency Shelter Grant - HUD \$132,000***

The Massachusetts Executive Office of Health and Human Services has transferred responsibility to entitlement cities for Emergency Shelter Grant funds that the Commonwealth receives. The cities will now be able to allocate these funds along with the ESG monies they receive directly from HUD, provided the community has a Continuum of Care in place for homelessness programs. In FY2004, the Cambridge Department of Human Service Programs will receive \$132,000 in ESG directly from HUD.

***Fair Housing Initiatives - \$85,000***

The local Human Rights Commission receives an annual allocation of Fair Housing Assistance Program (FHAP) funds from HUD in support of their fair housing investigation and enforcement activities. The FHAP grants are allocated to local Fair Housing Agencies, on an as-needed basis, for their education and outreach work through the formula grant proposal system used. The amount of FHAP grant awarded is based on the number of housing complaints resolved in that particular fiscal year. For FY2004, the Commission has been awarded \$85,000 to support its education and outreach work.

### ***Family/Youth Services Bureau***

Federal funding for street outreach to youth and young adults. This grant pays for the street outreach and related services furnished by Boston-based Bridge Over Trouble Water, which maintains a daily health van and street outreach presence in Cambridge's Harvard Square and operates pre- transitional and transitional housing programs serving homeless young adults ready to leave the streets.

### ***Federal Emergency Management Agency (FEMA) Funds***

The Federal Emergency Management Administration makes grant funding available on an annual basis to food pantries and meal programs. FEMA also awards an annual grant to Catholic Charities, enabling the agency to issue payments to landlords to prevent eviction of low-income persons living in a larger region which also includes Cambridge. Finally, FEMA also awards funding to the City of Cambridge Fuel Assistance Program, enabling the agency to issue payments to utility and oil companies to prevent or address shutoffs which would place a Cambridge or Somerville resident at risk of freezing.

### ***Federal Mental Health and Substance Abuse Block Grant***

These block grants are awarded to the State by the federal Department of Health and Human Services and fund a range of services including some of the treatment services utilized by homeless persons.

### ***Federal PACE Grants***

The Federal PACE grants provides funding for mental health outreach services for homeless persons. This grants, received by Tri-City Mental Health, a regional provider of mental health services, help fund shelter-based and street-based mental health services.

### ***HOME Entitlement Grant - \$1,180,327***

The City of Cambridge is a participating jurisdiction that receives HOME entitlement funds that assist in carrying out the City's housing strategies. These housing strategies include providing loans to support the acquisition, new construction, and rehabilitation of eligible affordable rental and homeownership housing units. Since 1993, over 609 HOME-assisted affordable rental and homeownership units have been created through funding from the City's entitlement HOME funds. These funds have also leveraged other public and private funds to help make new projects feasible. Cambridge expects to receive \$1,180,327 in HOME funds for FY2004.

### ***HOPE Programs (HOPE I, HOPE IV, HOPE VI)***

The HOPE VI program was developed as a result of recommendations by the National Commission on Severely Distressed Public Housing, which was charged with proposing a National Action Plan to eradicate severely distressed public housing. The Commission recommended revitalization in three general areas: physical improvements, management improvements, and social and community services to address resident needs. The activities funded by HOPE VI Revitalization grants include the capital costs of major rehabilitation, new construction, and other physical improvements; demolition of severely distressed public housing; management improvements; planning and technical assistance; and community and supportive services programs for residents. In February 1999, under a one-time funding round for elderly developments, the Cambridge Housing Authority was awarded a \$5 million HOPE VI revitalization grant for its oldest federally assisted elderly development, John F. Kennedy Apartments. Construction began in January. In addition, in FY 2001 the City of Cambridge allocated \$560,000 in HOME funds for the acquisition of 14 scattered site units for younger persons with disabilities as part of this HOPE VI project. The total development cost for the Hope VI project was \$22.5 million. The acquisition of these 14 units has led to the successful recapitalization of the CHA's Condo Acquisition Program. They anticipate acquiring 15 new units through this program in FY2004. The City does not anticipate any new funds through HOPE VI due to the elimination of this federal program.

### ***Housing Opportunities for Persons with AIDS***

This program allocates funds regionally to support service-funding programs for people with AIDS. On occasion funds become available for developing housing for persons with HIV/AIDS. There is also a competitive funding component of this program for demonstration programs. The City of Boston is the lead regional funding agency. If suitable projects are under development, Cambridge may apply, or encourage qualified nonprofits to apply, for this funding.

### ***Lead Based Paint Hazard Control Grant Program - \$2.8 million***

The City of Cambridge received funds under this program in July 1994. These funds facilitated the deleading of 221 affordable housing units. The City received an additional grant in 1997 and deleaded an additional 108 units. In 1999, the City received a third grant under which another 135 affordable units will be completed by October 2002. Since 1994, over 560 units have been deleaded. Currently, the City is preparing for a new application for grant funds for \$2.8 million to continue the program beyond October 2002.

***Low-income Housing Tax Credits - \$957,600***

The Low-income Housing Tax Credit Program provides financial support for the acquisition and rehabilitation or development of eligible rental projects. As the types of projects funded with Low-income Housing Tax Credits are consistent with Cambridge housing goals, the City intends to support housing developers in their applications for credits in the coming year. The Cambridge Housing Authority anticipates receiving \$957,600 in tax credits in FY2004 to rehabilitate 21 units located on Prospect Street in Cambridge.

***McKinney-Vento Supported Housing Program (SHP)***

The SHP program is a federally funded competitive grant program annually re-authorized by Congress and administered by HUD which contributes upwards of \$1 million per year to fund a range of homeless programs, including permanent supported housing for persons with disabilities, transitional housing, and supportive services, including housing search, drop-in services, street outreach, etc.

***McKinney-Vento Shelter Plus Care (S+C)***

The S+C program, also funded out of the Mc-Kinney Vento Process, provides housing subsidies for disabled persons who have transitioned out of homelessness, and whose tenancies depend upon the ongoing receipt of supportive services. Services offered to S+C tenants are not funded through the S+C grants, which only pay for the housing subsidies.

***Moderate Rehabilitation Single Room Occupancy Program - \$1,284,993***

Through the McKinney and Shelter Plus Care programs, Mod Rehab SROs provide housing subsidies to support the moderate rehab of existing single room occupancy (SROs) buildings. In the past, the Cambridge Housing Authority has used this program to support a variety of projects. The Cambridge Housing Authority continues to subsidize 188 units under this program in the City, in collaboration with a number of nonprofit organizations, and anticipates receiving \$1,284,993 through the McKinney and Shelter Plus Care programs in FY2004.

***Non-Public Housing Development***

Through the flexibility provided under the Moving To Work Deregulation Demonstration Program, the Cambridge Housing Authority (CHA) and its non-profit affiliate, Cambridge Affordable Housing Corporation (CAHC) will develop new non-public housing

development for low-income households as opportunities arise. Through acquisition and planned rehabilitation, the CHA has also expanded the housing options for low-income seniors, and since completing its last project, Neville Place Assisted Living, has significantly increased the number of assisted living units in the City.

***Public Housing Capital Grant - \$4,488,733***

The program provides a predictable flow of funds to the Cambridge Housing Authority for capital and management improvements and for associated administrative costs. In FY04, the CHA anticipates receiving \$4,488,733.

***Public Housing Development***

CHA will vigorously pursue any opportunities for funding for public housing development in FY2004, although none have been funded by Congress.

***Safe Havens for Homeless Individuals***

This program provides financial assistance to local governments to support the acquisition, rehabilitation, and operating costs of low-cost, semi-private lodging for homeless persons with severe mental illness. Counseling to encourage residents' participation in treatment programs is a component of this program. The organization, On the Rise, operates a "Safe Haven Day Drop-In" for homeless women, as well as street outreach, but there is no resident component at this time.

***Section 108 Loan Grantee Program Funds***

Section 108 loan guarantees are used for activities that meet national CDBG objectives, which include (1) benefit low- and moderate-income families; (2) prevent or eliminate slums or blight; or (3) meet other urgent community development needs. Eligible activities include property acquisition; rehabilitation of publicly owned property; housing rehabilitation; economic development activities; acquisition, construction, reconstruction, etc. to preserve and create affordable housing for special populations. The City will consider using this program for a site in East Cambridge that it is currently trying to acquire to develop between 50-60 moderate-income units.

***Section 8 Certificates and Vouchers (Local Leased Housing Program) - \$29,477,974***

The Section 8 Program was developed to offer low-income households a chance to obtain units in privately owned buildings. This establishes more diversity among income groups and provides an alternative to large-scale, isolated, low-income developments. The

program, under the aegis of the Cambridge Housing Authority (CHA), is successful at placing residents in units, however the waiting lists are long. The success of the program in Cambridge has in large part depended on the regulatory flexibility granted to CHA as a result of its participation in the national MTW deregulation demonstration to respond to the City's escalating rental market. To facilitate its continued success, the CHA continues to use allowable rent levels that are at 115% of current area-wide Fair Market Rent (FMR) levels. The CHA is currently 100% utilized and plans to close the Section 8 waiting list, except for certain categories. The City would support any efforts to create a sub-market, where FMRs are determined using a more local standard, that is undertaken by the Housing Authority or HUD. A number of non-profits in the City are also working to preserve long-term affordability in a market in which rents are increasing rapidly. Section 8 certificates and vouchers are often a critical part of this process and the City supports changing regulations to allow the Housing Authority to create more project-based Section 8 units in collaboration with these non-profits.

Currently, CHA's participation in the Moving To Work Deregulation Demonstration allows the CHA to exceed HUD's regulatory caps on a number of policies, including FMR levels, the percentage of any given building that can be project-based, and the total percentage of income a program participant can contribute towards housing. In very limited circumstances, the CHA has exceeded the FMR upset cap and/or allowed residents to contribute a higher percentage of their income than regular program rules would allow. In aggressive pursuit of Project-Based units, the CHA has been very successful in ensuring longer-term affordability of units in the City, determining on a case-by-case basis the number of units in any given development that should or can be project-based. At the end of the Demonstration, currently set at March 31, 2007, the CHA will need regulatory changes to continue this important work.

If funding for incremental vouchers/subsidies becomes available, the CHA will apply for additional monies. The CHA has to date received 407 Section 8 Preservation Vouchers to protect the tenants in expiring-use buildings in the City, and does not expect any additional units.

### ***Shelter Plus Care Program - \$83,057***

The Shelter Plus Care Program provides subsidies for housing that provides service programs for homeless people with disabilities, primarily those with serious mental illness, chronic problems with alcohol and/or drugs, AIDS, and other related diseases. The Cambridge Housing Authority (CHA) continues to subsidize 18 scattered site units in this program.

### ***Supportive Housing for Persons with Disabilities (Section 811)***

This program supports nonprofits in developing supportive housing with appropriate services for persons with disabilities. To the extent that appropriate sites are available,

Cambridge will support applications under this program that are consistent with the Consolidated Plan.

### ***Supportive Housing Program***

This program provides grants to defray the cost of acquiring or rehabilitating buildings to house homeless persons. Operating subsidies and service funding are also eligible. The Department of Human Service Programs (DHSP) currently administers Supportive Housing Program subcontracts with 20 service providers, totaling approximately \$3.6 million annually. For FY 2004, DHSP will pursue funding through the HUD SuperNOFA for renewal of the Housing Resource Team, Housing Search and Post Placement Stabilization Program administered by HomeStart. They will also apply for funding for new programs to support stabilization for homeless families that have been placed into permanent housing; the 'Youth on Fire' clinical and case management services for homeless youth; and a homeless management information system that will be administered by UMASS. DHSP is in the process of assembling its application for HUD's SuperNOFA.

### ***Program Income***

Program income, defined as loan repayments, or net cash reserves produced by any project funded in whole or part by Community Development Block Grant, will be expended on projects/programs before new funds are drawn down from the U.S. Treasury.

### ***Workforce Investment Act - \$101,876***

The Workforce Investment Act (WIA) is funded through the Department of Labor and is the primary funding source for Just A Start's (JAS) Summer Youth Program. Each year, the Summer Youth Program enrolls approximately 65 young teens, predominantly ages 14-16 in a Work Experience/Academic Enrichment Program for 6-7 weeks in July and August. The youth spend half their time on supervised crews, which provide repair, and beautification services on CDBG eligible properties and on Cambridge Housing Authority developments. The other half of their time is spent on academic enrichment activities to develop literacy and math skills, and on career development activities to help them develop work skills and career goals. Approximately 15 to 20 of the youth continue to be supported throughout the school year in an after school program called Career Connection. JAS anticipates receiving \$68,000 for the YouthBuild Program and \$33,270 for the summer program from WIA totaling, \$101,876 in FY2004.

### ***YouthBuild - \$416,600***

YouthBuild is a HUD training program and funding source that enables youths to provide technical services such as construction, painting, carpentry and repair work. Their rehab



activities have contributed greatly to the development of affordable housing in Cambridge. For FY2004, Just A Start, a local non-profit, anticipate receiving \$416,600 from HUD and its Capacity Building Initiative. Approximately 60 new youths will participate in the YouthBuild program in FY2004. JAS anticipates leveraging an additional \$134,500 from private and non-federal sources for this program.

## **STATE RESOURCES**

### ***Cambridge Housing Assistance Program***

The City of Cambridge and the State of Massachusetts fund the Cambridge Housing Assistance Program (HAP). This program prevents homelessness through tenant and landlord counseling and mediation. It also provides housing search and stabilization services. The Department of Human Service Programs receives funds as a subcontractor of CAPIC in Chelsea who receives and regionally distributes the HUD funds.

### ***Community Preservation Act: State & Locally Raised Funds***

The Community Preservation Act is a new tool for communities to preserve open space, historic sites, and affordable housing. Signed into legislation by Governor Cellucci on September 14, 2000, the Community Preservation Act (CPA) is a local option that enables communities to establish a municipal Community Preservation Fund by local referendum. Monies collected for this fund are raised from a surcharge of up to 3% on local property taxes. Cambridge adopted the Act at the 3% surcharge level in fall 2001 and is now eligible for state matching funds. The City's Affordable Housing Trust seeks to be increased through the Community Preservation Act (CPA) to approximately \$7.2 million annually. This will enable the City to maintain its production and ability to raise funds from other sources including federal, additional state, local, and private sources. The City's Affordable Housing Trust will utilize its CPA funds to create and preserve affordable housing.

### ***Housing Stabilization Funds***

The Housing Stabilization Program, funded through the Department of Housing and Community Development (DHCD), has been used to support neighborhood restoration and affordable housing rehabilitation. The City will support non-profit applications for Housing Stabilization Funds as appropriate.

### ***Soft Second Loan Program - \$1,215,000***

The Soft Second Loan Program is a mortgage product that reduces a borrower's monthly mortgage costs. Cambridge will request a commitment from the Department of Housing and Community Development (DHCD) to fund interest rate subsidy and loan loss reserve components of this program. These funds will be used in conjunction with reduced rate first mortgage funds provided by area lenders for low-income buyers. As the Polaroid development project approaches completion the City anticipates that 9 of the 18 low to moderate income families who will purchase a unit in this development will receive Soft Second loans totaling approximately \$1,215,000.

### ***State Affordable Housing Trust***

The Massachusetts Affordable Housing Trust Fund (AHTF) is designed to provide resources to create or preserve affordable housing throughout the state for households whose incomes are not more than 110% of the area median income, as determined by the U.S. Department of Housing and Urban Development (HUD). Up until recently the AHTF was funded at \$20,000,000 per year for Five-Years (State Fiscal Years 2001 – 2005) from the state's General Fund and was not subject to on-going appropriations. Massachusetts newly elected Governor, has initiated program changes which eliminate the entire \$20 million in trust funds that would have been provided in FY2004. However, the Governor has filed a bond bill to provide \$20 million in new authorization that would go to the trust fund, and increase DHCD's bond volume cap so that other bond funded housing programs are not negatively impacted. The City will support applications for state Trust funds from qualified nonprofits in FY 2004, and support CHAPA in its request to the Legislature to restore funds that were eliminated from the AHTF in FY2003 and FY2004.

### ***State-Assisted Public Housing***

The Commonwealth of Massachusetts assists 663 units of conventional public housing in Cambridge, with a total estimated operating subsidy of \$1,178,559. It also provides rental vouchers, including 28 Alternative Housing Vouchers for the disabled and 142 Massachusetts Rental Voucher Program certificates, the majority of which are project-based. The CHA has also received budget authority of approximately \$6 million from the Massachusetts Department of Housing and Community Development for six physical improvement projects at four developments, and one planning grant. This award will be used over several years.

### ***State's Department of Public Health***

The State's Department of Public Health provides Emergency Assistance payments for shelter services. As part of its role in administering the TANF (Temporary Assistance for Needy Families) program, the State's Department of Transitional Assistance (DTA) funds the cost of emergency shelter to income eligible and otherwise qualified homeless families. The DTA also contracts with shelters on a per-person per-day basis to provide reimbursement for shelter services furnished to individuals.

### ***State Emergency Assistance***

State Department of Transitional Assistance (DTA) funds the cost of emergency shelter to income eligible and otherwise qualified homeless families. DTA also provides reimbursement for shelter services furnished to individuals.

### ***State HOME Allocations \$1,100,000***

The Massachusetts Department of Housing and Community Development (DHCD) allocates its HOME funds through competitive funding rounds. The City of Cambridge will support applications for State HOME funds submitted by Cambridge nonprofits in the coming year. In FY 2004, Just A Start, a local CHDO, anticipate receiving \$550,000 for the new construction or a 13-unit rental development on Scouting Way in Cambridge. The Cambridge Housing Authority also anticipates receiving \$550,000 in State HOME funds to rehabilitate a 21-unit development on Prospect Street in Cambridge. The City will support these projects with CDBG, HOME and local Affordable Housing Trust funds. The City received \$100,000 from State HOME for the Purchaser Assist Program. Those funds will continue to be used in Fy2004 for downpayment assistance to low and moderate-income homebuyers.

### ***State Taxes***

Tax revenues to fund substance abuse treatment services, including detoxification, halfway housing and outpatient services. The DPH also uses State resources to fund CASPAR Emergency Shelter Center.

### ***Other State Programs***

The Commonwealth of Massachusetts also funds programs that support the acquisition and development of affordable housing. The Housing Innovation Fund (HIF), Consolidated Improvement Preservation Fund (CIPF), and Facilities Consolidation Fund (FCF) administered by the Department of Housing Community Development are sometimes awarded to the City's non-profits to finance development projects. To the extent that funds are available under competitive state programs to support Cambridge projects, the City of Cambridge and local nonprofit developers will apply.

## **LOCAL RESOURCES**

### ***Affordable Rental and Homeownership Services***

The City's Community Development Department (CDD) maintains a database of low and moderate-income households interested in affordable housing opportunities, and provides referrals regarding available housing units. CDD also provides marketing assistance to both nonprofit and for-profit developers and owners of affordable units assisting them with locating low-income buyers or renters. Free homebuyer classes and counseling are also offered to Cambridge residents.

### ***Cambridge Affordable Housing Trust - \$7.2 million***

Established in 1988, the Cambridge Affordable Housing Trust finances the acquisition, rehabilitation and construction of affordable housing projects using funds received from a variety of sources, primarily the CITYHOME Initiative. Since 1995, the CITYHOME initiative has received over \$33.95 million in City funds. An additional \$ 7.2 million has been requested for FY2004. CITYHOME is comprised of several programs, including nonprofit acquisition and rehab of multifamily buildings and new development; incentives for private owners through low-interest home improvement program; and education and financial assistance to low and moderate-income homebuyers. The Trust acts as a gap funder, making the minimum contribution required to make projects financially feasible. The Trust intends to continue its lending activities in the coming year, and will leverage other private, State, and Federal resources.

### ***Cambridge Housing Assistance Program***

The City of Cambridge partially funds the Cambridge Housing Assistance Program, a program that prevents homelessness through tenant and landlord counseling and mediation, and housing search services.

### ***Cambridge Multi-Service Center***

The Department of Human Service Programs operates the Multi-Service Center, which provides services to prevent homelessness and to serving residents who have become homeless. The state-funded Housing Assistance Program at the Multi-Service Center receives referrals from the Massachusetts Department of Transitional Assistance of families at high risk of losing their housing for a variety of reasons. Staff provide case management, negotiate with landlords, refer tenants to City-funded legal services as appropriate, provide emergency funds for rental arrearages and other tenancy-threatening emergencies and counsel clients about their rights, responsibilities and options.

***Expiring Use ~ Low-Income Housing Preservation Program***

The Community Development Department (CDD) provides technical assistance to owners and non-profit organizations; and works with tenants and other concerned parties to address the long-term concerns of housing developments at risk of losing their affordability. The City also provides funds to a local non-profit, the Cambridge Economic Opportunity Committee (CEOC), to hire a Tenant Organizer who works directly with those living in buildings whose affordability restrictions are coming to term. In FY2004, the City will continue to work to preserve three expiring use properties. They include the Fogerty Building with 17 units, the Mount Auburn Apartments with 94 units, and the Church Corner Development with 23 units. In addition, it will continue to identify other at risk buildings and work with tenants and owners to preserve long-term affordability.

## **PRIVATE RESOURCES**

### **For Profit**

#### ***Federal Home Loan Bank Programs***

The Federal Home Loan Bank (FHLB) manages a number of programs that support the acquisition and development of affordable housing projects. Cambridge nonprofits have been successful at receiving these funds in the past, and if suitable projects are under development, will apply for additional FHLB funds in FY2004.

#### ***Incentive Zoning Program***

The Incentive Zoning Ordinance requires that non-residential developers that require a Special Permit which authorizes an increase in the permissible density or intensity of a particular use, mitigate the impact of their development through a contribution to the Affordable Housing Trust of \$3.28 per square foot. The City is currently seeking City Council's approval to increase the rate to \$7.83 per square foot after completing a recent study that re-evaluated the Incentive Zoning program. In FY 2003, Cambridge received \$800,000 in linkage payments. The Community Development Department anticipates that the City will receive housing contribution payments exceeding \$2,500,000 over the next 5-7 years. Production in the Incentive Zoning program is subject to private developer activity throughout the City.

#### ***Inclusionary Zoning Program***

In March 1998, the Cambridge City Council passed an Inclusionary Zoning Ordinance that requires the developer of any new or converted residential development with ten or more units to provide 15% of the total number of units to the City as affordable units. The Community Development Department monitors compliance with this ordinance. Housing staff works with private developers to design and implement the marketing, and sale or leasing of units to low-income Cambridge residents. The City has secured 129 affordable units to date. Production in the Inclusionary Zoning program is subject to private developer activity throughout the City. In FY2004, 18 homeownership units for 1 to 6 person households will be marketed through this program.

#### ***Property Tax Revenues***

Local real estate taxes levied on residential and business help to cover the costs of all the programs in the Plan either through project delivery costs or actual "bricks and mortar" costs.

### ***Private Lenders - Undetermined***

Cambridge local private lenders, provide acquisition, rehabilitation, and construction loans to Cambridge affordable housing projects. Non-profits anticipate needing approximately \$12 million in private financing in FY2004.

### **Non-Profit**

#### ***Families to Families Funds***

The FFF is a charitable fund, awarded by a small foundation to the City's Multi-Service Center for the Homeless, which uses the Fund to help pay family arrearages to prevent eviction or to help cover up-front moving costs to prevent/end individual or family homelessness.

#### ***Harvard Loan 20/20/2000 Initiative - \$1,000,000***

In the fall of 1999, Harvard University announced the 20/20/2000 program. Through this initiative, Harvard provided \$10 million to the City for affordable housing development. Of these funds, \$6 million have been disbursed to the Affordable Housing Trust and \$4 million will be channeled through two non-profit groups to fund affordable housing projects in Cambridge. Currently, the Trust is using the funds to provide low-interest loans for construction and permanent financing for the development of affordable housing units. In FY2004, Just A Start Corporation, a local non-profit will receive \$550,000 from this fund to develop 13 affordable units on Scouting Way in Cambridge. The Cambridge Housing Authority will also develop 21 units on Prospect Street in Cambridge with \$450,000 from the 20/20/2000 program.

#### ***Harvard Emergency Loan Program***

The Harvard Emergency Loan Program is a revolving loan that provides funds to rehabilitate distressed multifamily properties. In FY01, CDD committed \$220,000 in the Lincoln Street project for the acquisition and rehab of a 6 family house to be developed by a local non-profit, Homeowner's Rehab, Inc. As part of the pilot negotiations with the City, Harvard is considering extending and recapitalizing this program.

#### ***Cambridge Fund for Housing the Homeless***

This fund, comprised of private donations, is administered through the Cambridge Department of Human Service. It is used to prevent homelessness by funding security deposits, first or last month's rent, realtor's fees, and other placement-related expenses.



***Private Foundation Grants - \$6,714,665***

Funds received for projects and programs from private foundations help to make them viable each year. Cambridge's non-profits anticipate receiving funds in the amount of \$6,714,665 in FY 2004.